

DD / S REGISTERS 001566-4632
S E D Personnel OC-M-66-287
1 SEP 1966

MEMORANDUM FOR: Deputy Director for Support s/B Agree s/B
2 SEP 1966

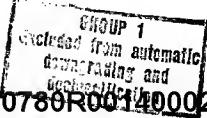
SUBJECT : Communications Officer Development Program

REFERENCE : Your Informal Memo dtd 27 Aug 1966 (DD/S 66-4523)

1. Thank you very much for your comments on the Communications Officer Development Program. We appreciate the observations and offer the following comments:

a. Since we are pointing the Program at the development of the future managers of the Office of Communications, we must necessarily work against giving it an introspective cast. Following receipt of your memorandum, we have been in touch with the OTR Registrar and have learned of two changes which will enable us to put the participants in our Program into the Operations Familiarization Course and the Intelligence Orientation Course during the period they will be at Headquarters immediately following their basic training. This would constitute a change from the indication in paragraph 4 of our 3 August memorandum, that these courses would be arranged after the individuals have been on board five or six years. Additionally, it is our intention to put them into the Support Services Review Course at an appropriate time and to involve them in other external training either by individual courses outside the Agency or where appropriate, internal programs such as Mid-Career training. In summary, we do not intend to have these men be insulated within our own structure, but your comment suggests that we should introduce them to more outside training earlier in their careers.

b. The "elite corps" worry has been in all of our minds from the very beginning of our considering this Program. We have attempted to protect against its becoming a serious detriment. We do not however, in all honesty, believe that we could say that the individuals concerned would not be identifiable in a special category, at least during their initial years in the program - that is, until they have completed the first three or four years and have been assigned for career cognizance to one of our regular career panels. We considered having no formal



acknowledgment of the Program or identification of the participants and decided that, in fact, over a period of time the existence of the Program must become known and without acknowledgment, might engender serious negative reaction at our secrecy. We decided, therefore, that an announcement for the benefit of all concerned, indicating the various manners in which people could get into the Program and assuring the exercise of the regular competitive system, in the long run would be preferable. The separate and temporary career service designation, we did not and do not, consider a particular bother since each OC assignee has some suffix in formal listings to designate the career panel to which he or she belongs. For example, all radio operator and radio operations officer personnel belong to Panel T and are listed as SCTs, all engineers are listed as SCNs, and all Communications security officers as SCSs.

3. Hopefully, the above remarks are responsive to your comments and might permit your approval of this Program. We are, as I indicated to you, scheduled to meet with the professional recruiters on 12 September and we would like to discuss this Program in some detail with them.

[Redacted]
Director of Communications

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Att: Memo dtd 3 Aug 66 to DD/S
fr D/CO, subj: Communica-
tions Officer Development Program

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22566-4177

3 AUG 1966

MEMORANDUM FOR: Deputy Director for Support
 SUBJECT : Communications Officer Development Program

1. This memorandum submits a recommendation for your approval; this recommendation is contained in paragraph 6.

2. In recognition of the need to take action to guarantee this Office a number of potential candidates to encumber "management" positions in the future, a specific recruitment requirement was placed on the Office of Personnel in the Fall of 1964. We asked the recruiters to include among the approximately one hundred radio operator technicians entering on duty annually, a limited number who not only possessed the required communications experience, but were college graduates as well. Notwithstanding their pessimism regarding the possibility of interesting college graduates with communications background in a position (to start) as a radio operator technician, the recruiters put forth an extensive effort and have thus far hired seven individuals possessing Bachelor of Arts degrees. These employees have been brought aboard, enrolled in the Basic Radio Course [] (26 weeks), and have been assigned to various overseas positions. During this first tour their supervisors are observing them particularly to determine their potential for entering a managerial development program. We envisioned such a program to follow would consist of accelerated rotations through journeyman and basic supervisory positions, bringing the individual up to the managerial level in a shorter period of time than is usually experienced by the technician not possessing a college degree. Since this "program" has been in effect but a relatively short period of time and the earliest participants involved have yet to complete even their first year in the Field, we have no real feel for its success. Our impressions of these individuals thus far, however, have been extremely favorable.

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3. Certain that this action was in the right direction, but also concerned that additional effort was necessary, we detailed five senior officers [] for a period of four days early this year, to further study the basic problem. This group was tasked with reviewing, 'How the Office of Communications might best gear itself so as to meet adequately the highly technical problems that are facing us,' and, 'How do we develop the next and future generations of executives/managers of the Office?'

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While several recommendations evolved as to how we might meet the task at hand, this group specifically recommended a Communications Officer Development Program for personnel who have completed their undergraduate work or have at least three years of college work to their credit. The need was recognized as being not only for employees with a communications background and a Bachelor of Arts degree, but for individuals with degrees more technical in nature (Bachelor of Science degrees), and preferably, of course, those Bachelor of Science degree holders who had communications experience as well. It was suggested that up to ten individuals enter such a program each year; this figure is equal to about ten percent of the number of technicians entering on duty annually possessing a communications background, but sans any significant college work to their credit.

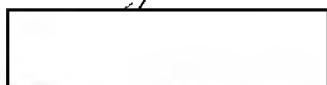
4. We believe future managers of the Office of Communications should first receive technical training and experience assignments within the Office, prove they possess managerial and further technical potential and following an initial five or six years, then be enrolled in selected Agency courses such as the Operations Familiarization Course, the Intelligence Orientation Course, and Introduction to Communism. Having proven a basic communications skill and potential as a supervisor and manager, enrollment in these very instructive Agency courses would be mandatory prior to the individual arriving at mid-career level. It should be mentioned at this point that consideration was also given to the Agency Career Training Program as a means for providing future Office of Communications managers. On review, however, it appears that owing to the amount of time required for basic technical training and job orientation in this Office alone, despite the desirability, we could not afford, at least in these early years of employment, the training offered in the Career Training Program as well.

5. The attached Office of Communications Order outlines the program we have in mind. You will note we emphasize this is only one means of qualifying employees for future assignments of responsibility. We will, of course, continue to bring on board Electronic Engineers to meet our needs and will expect a number of these to qualify for management positions. Further, we expect that as in the past, a certain number of non-college graduates will continue to qualify for senior positions through on-the-job training and selected experience assignments.

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6. Your approval of a Communications Officer Development Program is requested.


Director of Communications

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Attachment:
Proposed Office of Communications Order

APPROVAL:

SIGNED R. L. BANNERMAN

8 SEP 1966

R. L. BANNERMAN
Deputy Director for Support

— Date —

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OFFICE OF COMMUNICATIONS ORDER

18. TRAINING

18.2 COMMUNICATIONS OFFICER DEVELOPMENT PROGRAM

References: OC Order 18.1, Career Training Program
[redacted] Junior Officer Training Program

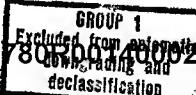
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A. GENERAL

The Communications Officer Development Program (OC-ODP) is established as one means of accomplishing systematically the objectives of selecting and preparing qualified young Communications employees for future assignments of responsibility. This Program is in addition to the Office of Communications Career Service procedures now in effect that provide for the selection, formal training, on-the-job training and experience assignments for potential officers. The goal to be attained is to assure that Communications personnel, upon reaching their mid-career point, will have had a broader educational background, a useful range of experience, and will have acquired specialized competence in at least one phase of communications work.

B. POLICY AND PROCEDURES

1. The program specifically provides for extended "experience assignments" following the completion of established basic training courses. To be eligible for the program, on duty personnel must be less than 35 years of age, and must have completed at least three years of undergraduate college work. New employees must be less than 30 years of age and have either a college degree in technical



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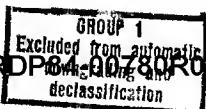
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fields (communications experience being a preferable complement, but not mandatory), or a college degree in non-technical fields plus considerable communications experience. All candidates must be qualified to undertake assignments of any degree of sensitivity and be medically qualified for full duty/general. Candidates will be entered in the program at GS grades commensurate with their education and work experience, normally at the GS-07/GS-08 level.

2. The Communications Officer Development Program for each candidate will normally extend over a period of three to four years. During this period both those who have entered the program from "within" and those entering as new employees will carry the designation of an Office of Communications employee (SC) with the suffix (D) to indicate the subject is in the OC-ODP, and as such not yet under the career cognizance of a specific Office Career Panel. Opportunity for promotion of these individuals will be similar to all other Communications careerists and in accordance with Agency regulations and Office of Communications policies and procedures.

3. After a total of three to four years of training and experience assignments in Headquarters and in the Field, the employee who entered the program with a college degree will be assessed and evaluated to determine the Career Panel under whose cognizance he is to be assigned. An individual having but three years of undergraduate college work to

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his credit and who has received the necessary training and has completed experience assignments (either before or after entering the program) will be assessed and evaluated and considered for sponsoring at least on a part time basis, for further college work prior to assignment to a specific Office of Communications Career Panel.

4. If at any time after entering the program a trainee fails to maintain average standards of performance, he will be transferred from the program and reassigned to a position commensurate with his capabilities.

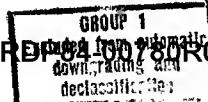
C. RESPONSIBILITIES

1. The Director of Communications shall fix the ceiling on the number to be accommodated in the program at any one time.

2. In collaboration with the Chiefs of the individual Office Career Panels, the Chairman of the Office of Communications Career Service Board shall:

1. Direct the OC-ODP
2. Select candidates for the program and prescribe training and career preparation required
3. Recommend placement of employees upon completion of the program, to the Director of Communications.

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3. Under the guidance and direction of the Chairman of the Career Service Board, the Executive Coordinator of the OC Career Panels will serve as the administrative focal point for this development program.

4. The Chiefs of the individual Office of Communications Career Panels shall:

a. Identify to the Career Service Board those on-duty employees under their career cognizance considered qualified for the program,

b. Through their individual recruitment efforts attempt to obtain candidates for the program.

5. All Office of Communications Staff, Division and overseas Area Chiefs will accommodate and supervise employees in experience assignments as prescribed in individual programs of career preparation.

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27 AUG 1966

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MEMORANDUM FOR: Mr. [redacted]

Jack:

I have reviewed your paper on the Communications Officer Development Program and you are offering an excellent, forward looking Program to which I give wholehearted support. I have two observations, however, that I would like you to consider:

1. First, the Program has a very strong internal (Office of Communications) focus that appears likely to insulate young Commo officers too much from the rest of the Agency. I suggest that either in their initial formal training or in some other fashion, but early in their careers, these officers be given a broader awareness of other organizational components and programs so that they will have a better association with the activities and problems of the rest of the Agency and how Commo fits within the scheme. In the long run, I think you will find this extremely beneficial and certainly it should make better Commo officers for the additional training. I suggest you seek the Office of Training's views in this area.

2. Secondly, the Program may be overly formal, particularly in regard to the special career designation each participant is to receive. This, together with some of the other special aspects of the Program, could lead to the concept and identification of an "elite corps." Despite everyone's best intentions to the contrary, this could develop and perhaps by being less formal the emergence of such a concept might be avoided.

Please consider these observations and let me have your reaction. As you know, I have felt and I know you do, that the Communications Officers should have a broader base of contact and training as their normal careers tend to promote a degree of isolation.

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SIGNED R. L. Bannerman

R. L. Bannerman

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DD/S:RLB:jvw (26 Aug 66)

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MEMORANDUM FOR: Mr. Bannerman via Mr. [redacted]

via Mr. W. Field

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[redacted] has an excellent, forward-looking proposal here for an Officer Development Program which deserves your support. Two aspects of the program should be discussed with him, however:

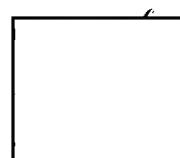
First, the program has a very strong internal focus that appears likely to insulate young Commo officers too much from other parts of the Agency. Either in their formal training or some other fashion, they ought to be given a broader awareness of other organizational components and how they operate than it appears they will get in the proposed program.

Second, the program may be overly formal, particularly as regards the special career designation each participant is to receive. This, together with the other special trappings of the program, could lead to the emergence of an "elite core" within Commo who, despite our best intentions to the contrary, might nevertheless take on the aura of "crown princes." It seems to me that by observing less formality, [redacted] can accomplish what he really wants in developing future leaders for his Office without their taking on the appearance of an "elite core."

Perhaps Commo can get around both these problems by leaning a bit on the CT Program. The reason [redacted] gives for not doing this is not persuasive. He says Commo "could not afford, at least in these early years of employment, the training offered in the Career Training Program." Yet he wants his officers to take 10 of the 25 weeks of training they would get if they were CT's. Thus he's shying away from the CTP merely to save about 15 weeks of time in the early service of his young officers when the added exposure they would get--10 weeks of which is represented by the Support Services Course--might be exceedingly beneficial. I would urge [redacted] to take another look at the CTP.

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DD/S 66-3866

3 AUG 1966

MEMORANDUM FOR: Office of Personnel

ATTENTION : Chief, Position Management and Compensation Division

SUBJECT : Staffing Complement FY-67, Office of the Deputy Director for Support

1. Attached is the proposed FY-67 Staffing Complement for the Office of the Deputy Director for Support.

2. The proposed Staffing Complement includes:

a. Establishment [] as a separate unit of three positions.

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b. Transfer of one position from the Executive Staff to the Planning Staff.

c. Deletion of the Admin Group (eight positions).

d. Establishment of a Support System Staff of six positions (four from the Admin Group, the remaining two being those approved in the 1967 budget in support of Systems Analysis and allocated to the Office of the Deputy Director for Support).

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- e. Establishment of a Career Management and Training Staff of four positions (three from the Admin Group, one new position).
- f. Increase of the Planning Staff by two positions (one from the Executive Staff and one from the Admin Group).
- g. Increase of the Research Staff by two positions (both new).
- h. Transfer of two ceiling allocations from the Development Complement to the Support Officers Development Program (each will have a ceiling of eleven - a total of twenty-two).

3. The proposed Staffing Complement will require establishment of three new positions in grades GS-14 and above (one supergrade and one GS-14 for the Support System Staff and one GS-15 for the Research Staff). These will be taken from the DD/S GS-14 and above allowance. A separate memorandum will be originated by this Office to request establishment of one of these positions at the supergrade level.

4. Our calculations indicate that, aside from the three positions noted in paragraph 3 above, the grade allocations on the proposed Staffing Complement do not increase the average grade of this Office. It is therefore requested that the attached be processed as the FY-67 Staffing Complement for the Office of the Deputy Director for Support.



EXECUTIVE OFFICER to the
Deputy Director for Support

Att: Proposed FY-67 Staffing
Complement

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